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Personnel

**DEPOT MAINTENANCE TEAM INCENTIVE
AWARDS PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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OPR: HQ AFMC/LGP
(Mr. Dwight A. Hernandez)

Certified by: HQ AFMC/LGP
(Ms. Debora A. Meredith)

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This instruction executes the Depot Maintenance Reengineering and Transformation (DMRT) initiative to develop and administer a workforce incentive program to recognize outstanding team performance in areas of quality, schedule, cost and productivity. It establishes procedures and assigns responsibilities for submission of team goals, evaluation and measurement of team performance, validation of savings from exceeding organizational goals, selection of teams for potential awards, and allocation and issuance of awards. It supplements AFI 36-1004, *Managing the Civilian Recognition Program*. This instruction applies to all civilian personnel assigned to the Air Logistics Center Directorates of Maintenance (ALC/MA) and Aerospace Maintenance and Regeneration Center (AMARC) paid through Depot Maintenance Mission Area (DMMA) funds (both direct and reimbursable).

1. General Information.

1.1. This program recognizes outstanding team performance that results in exceeding organizational goals in categories of quality, schedule, cost and productivity. All four performance areas must be improved to rate an award.

1.2. Merit of awards will be measured against goals set by each organization. Award nominations will be approved by a locally established Steering Group. Steering Group membership will be comprised of the MA Director, representatives external to MA (to include as a minimum), the Comptroller or designee, and the Union President or designee. Each Steering Group member will serve as a voting member.

1.2.1. Goals will be established and submitted for approval at the beginning of each fiscal year, and not later than 15 November of each fiscal year. See **paragraph 3.** for detailed procedures.

1.3. This program is administered semiannually. The semiannual rating periods are fiscal-based, and occur 1 October through 31 March and 1 April through 30 September.

1.4. This award will be administered through the local Notable Achievement Award (NAA) program. Funding to support this program will be from documented savings from team improvement actions using, as a minimum, the prior year's actual results as the baseline.

1.5. This award program is independent of the annual performance appraisal system.

1.6. Local Directives. This instruction provides basic requirements of the program, and will be expanded as necessary to implement and maintain the center program. Local instructions will be developed or updated for implementation within 180 days from the publication of this instruction. The local AFGE Council 214 president or designee will be provided the opportunity to participate in the development or update of these local instructions.

2. Eligibility Criteria.

2.1. General.

2.1.1. Civilian personnel assigned to center maintenance directorates and paid through DMMA funds for the entire 6-month period indicated.

2.1.2. Must be in a work status for the majority of the 6-month period. Any dispute over eligibility will be addressed by the Steering Group. If the Steering Group is unable to resolve the dispute, an employee may file a grievance in accordance with Article 6 of the Master Labor Agreement.

2.1.3. Military personnel are not eligible for cash awards, but may be eligible for a time off award (reference AFI 36-3003). Contractors are not authorized to receive a cash award.

2.2. Special Category Personnel.

2.2.1. Cooperative employment civilians (Co-ops) and newly hired civilians must be in a work status, and, present and working for the majority of all regularly scheduled workdays within the 6-month period indicated.

2.2.2. Personnel on leave without pay (LWOP) or on Long Term Training programs will only receive incentives if present and working for the majority of all regularly scheduled workdays within the 6-month period indicated.

2.2.3. Personnel on loan or detail to other organizations/assignments are eligible for the award, provided they were present and working for the majority of all regularly scheduled workdays within the 6-month period indicated.

3. Procedures For Submission Of Annual Goals.

3.1. MA Divisions will submit goals to the MA Director through the Resources Management Division (MAW) and the Steering Group Administrative POC in the Administration and Personnel Division (MAA), in turn, not later than 15 November of each fiscal period. MAW will review goals for appropriateness before forwarding to MAA and the Comptroller. The Comptroller, or their designated representative, will review the goals for appropriateness, accuracy, consistency and impact to the budget. After the Comptroller has coordinated on the goals, MAA will submit the package to MA for approval.

3.1.1. Goals will be submitted for four performance areas: quality, schedule, cost, and productivity. Goals will be submitted in the form of chart metrics to satisfy periodic management reporting

requirements such as the monthly Mission Area Review (MAR) or shop floor metric requirements.

3.1.1.1. Quality goals will be submitted in the metric form that best challenges the organization to improve quality performance. Quality goals will be sufficient to measure specific areas, such as aircraft or exchangeable outputs.

3.1.1.2. Schedule goals will be submitted in the metric form that best challenges the organization to improve schedule or due date performance. Schedule goals will be sufficient to measure specific areas, such as aircraft due date performance or exchangeable flow time.

3.1.1.3. Productivity goals will be submitted in the metric form that best challenges the organization to improve productivity. For example, in production areas, this goal may be a function of labor expense rates, material rates and/or total expense rates. Productivity measures such as direct labor yield and (or) output per manday should have a direct correlation to expense rate reductions. Administrative and other support activities will require metrics tailored to the specific processes and (or) procedures changed.

3.1.1.4. Cost goals will be submitted in the metric form that best challenges the organization to reduce costs, but still meet customer requirements. Costs will be measured per end item of output.

3.2. The Steering Group Administrative POC will notify the divisions of approval or disapproval of goals no later than 30 November of each fiscal year. Divisions may resubmit goals, but if approval is granted after 30 November, award nominations will not be eligible or accepted for the initial 6-month period (1 October through 31 March), and will only be eligible for the period following the approval of the goal submission.

4. Nomination Procedures/Validation Of Savings.

4.1. Divisions are encouraged to track organizational progress against approved goals to the lowest possible team level. Any size team may be nominated (i.e., branch, crew, lean team, etc.). Support personnel (i.e., planners, schedulers, engineers, material expeditors, etc.) should be considered when nominating teams.

4.1.1. Teams identified by supervisors as outstanding performers in the areas of quality, schedule, cost and productivity may be submitted for group incentive recognition to the Steering Group Administrative POC. Do not submit nominations for contributions for which you gave a previous monetary recognition (e.g. performance award).

4.1.1.1. Nominating supervisors/organizations will validate savings achieved from exceeding organizational goals. This will be done by gathering supporting data for the start point (baseline), at the completion point of the improvement process and again 12 months after the completion point. Supporting data (systems reports, work logs, budgets, memos from experts, etc.) will be maintained with chart metrics to show how the supervisor/organization validated savings. Savings should be based on improvements made from the prior year's actual results.

4.1.2. MA organizations will use the format in [Attachment 1](#), and the spreadsheet (format) in [Attachment 2](#), to submit nomination packages. Submit packages to the Steering Group Administrative POC not later than 20 calendar days following the end of the 6-month rating period.

4.1.2.1. A copy of the approved goals will be attached to the nomination package.

4.1.2.2. MA divisions will use the following criteria for determining award amounts in submitting nominations: For low improvements \$50-\$125; for moderate improvements \$125-\$325; and for high improvements \$325-\$500. The dollar amount recommended is for each team member. In no instance will total payout exceed the savings associated with improvements made during the 6-month award period.

4.1.3. The Steering Group Administrative POC will convene the meetings for the Steering Group. The Steering Group will approve/disapprove nominations not later than 30 days after the end of each 6-month rating period.

4.1.4. The Steering Group will review nomination package and approve/disapprove as submitted. A quorum of three members must be present when voting takes place. In the event of tie votes, the nomination will be considered as recommended for approval. The Steering Group may approve the nomination package with a lesser dollar amount based upon their review of the accomplishment against the criteria in paragraph 4.1.2.2. above. If disapproved, the package will be returned through the Steering Group Administrative POC to the submitter with detailed reasons for disapproval. The total amount of awards cannot exceed the savings in net results of operations (i.e., this program is funded from profits as reflected on the financial statements). If approved, follow instructions in paragraph 4.1.5.

4.1.5. The Steering Group, through the Administrative POC, will send approved award nomination packages to the local civilian personnel office for regulatory compliance review. Once the approved package is deemed eligible for award, the civilian personnel office will notify the Steering Group Administrative POC of approval and request AF Form 1768, **Staff Summary Sheet** (with nomination attached) be prepared and submitted to the civilian personnel office for processing.

5. Reporting Requirements.

5.1. The Administration and Personnel Division (MAA) at each center will submit documents to HQ AFMC/FM/LG one month after the end of each rating period to provide data useful in monitoring the success of the program.

5.1.1. The report will consist of a copy of each Depot Maintenance Team Incentive Awards Program nomination (**Attachment 1**) that has been approved for award and a summary page that provides: (a) comments or suggestions to improve the program; (b) the total number of people who have been approved to receive awards; and (c) the total dollar value of the approved awards.

DEBRA K. WALKER, Deputy Director
Depot Maintenance Directorate of Logistics

Attachment 1**DEPOT MAINTENANCE TEAM INCENTIVE AWARDS PROGRAM****Nomination Format**

TO: Steering Group Admin POC (ALC/MAA)

FROM: _____

(Supervisor's Name and Title)

(Office Symbol)

(Phone)

AWARD PERIOD: _____ 1 Oct - 31 Mar _____ 1 Apr - 30 Sep

(Additional space may be used. Nomination form should be limited to two pages.)

1. DESCRIPTION OR TITLE OF TEAM.

2. EACH TEAM MEMBER'S NAME, TITLE/GRADE, OFFICE SYMBOL.

3. SUMMARY OF TEAM ACCOMPLISHMENT FOR RATING PERIOD AS MEASURED AGAINST ESTABLISHED GOALS (QUALITY, SCHEDULE, COST, & PRODUCTIVITY).

4. DETAILED AND QUANTIFIED ORGANIZATIONAL OR CUSTOMER BENEFIT MADE POSSIBLE BY TEAM ACCOMPLISHMENT.

5. METHOD TEAM USED TO ACHIEVE THE BENEFIT (I.E., WHAT PROCESS WAS IMPROVED, WHAT NEW PROCEDURE WAS IMPLEMENTED).

6. ATTACH ALL APPLICABLE METRICS/SUPPORTING DATA OR ADDITIONAL INFORMATION TO THIS FORM (INCLUDING APPROVED GOALS).

7. RECOMMENDED AWARD AMOUNT FOR EACH TEAM MEMBER \$ _____

VALIDATED/APPROVED BY MAF _____ DATE _____

VALIDATED/APPROVED BY DIVISION CHIEF _____ DATE _____

APPROVED BY STEERING GROUP _____ DATE _____

APPROVED AWARD AMOUNT FOR EACH TEAM MEMBER \$ _____

DISAPPROVED/DEFERRAL COMMENTS _____

Attachment 2

DEPOT MAINTENANCE TEAM INCENTIVE AWARDS PROGRAM

Table A2.1. Ranking Spreadsheet.

Performance Areas:	Actual % Exceeded Goal	Ranking		
		Low	Moderate	High
Quality				
Schedule				
Productivity				
Cost				
Total Ranking:				

Low - Performance exceeded goal by no more than 5%.

Moderate - Performance exceeded goal by 5%-10%.

High - Performance exceeded goal by at least 10%.